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ANALYSIS OF FUTURE INCORPORATION AND ANNEXATION WITHIN UNINCORPORATED AREAS

2.0 Scope of Services

2.1 **Background**

On December 3, 2013, the Board of County Commissioners (Board) passed Resolution No. R-1006-13. This Resolution directed the County Mayor to identify one or more universities, or a professional consultant, to contract with the County, to analyze and make recommendations concerning future incorporations and annexations within the unincorporated areas of the County. The report should consider alternative scenarios as described herein. RER has been directed by the Mayor to manage this engagement. The Planning Division of RER provides services related to sound growth management, historic preservation, urban planning, sustainability planning, and transportation development through the management of the Comprehensive Development Master Plan (CDMP) and related activities. For more information about the Planning Division, please see: <http://www.miamidade.gov/planning>.

Internal Services Department, Procurement Management Services, on behalf of RER, is soliciting proposals from **a single firm/entities/team**, that have the required expertise to advise the County, to perform the analysis and provide recommendations to the County.

2.2 **Preferred Qualification Requirement**

The Proposer should have:

- a) Relevant experience, within the past five years, in conducting studies related to issues of local governance including fiscal policies and service delivery, such as, but not limited to, local incorporation and annexation studies.
- b) A combination of local knowledge, as well as national expertise in metropolitan governance issues.

2.3 **Required Tasks and Deliverables**

A. Project Planning Meeting

The selected Proposer shall participate in an in-person project planning meeting with the County, to review timelines and determine how project update will be provided. The project planning meeting will be scheduled by the County Project Manager. The County will issue a Notice to Proceed (NTP) when the contract award requirements have been met. The project planning meeting with County staff shall take place after the award of the contract, but no later than 24 hours after the NTP.

In order to allow the County to prepare the data sources that may be required for the tasks herein, the selected Proposer shall submit a draft Plan of Action to the County's Project Manager for review and approval at the project planning meeting. The selected Proposer shall work closely with the County Project Manager to finalize the Plan of Action. The Plan of Action should include at a minimum:

- Time frames for implementation of project with targeted dates of completion for stated activities;
- Data collection activities to include proposed research techniques and tools;
- Proposed dates and meeting times to discuss project's progress, or lack thereof;
- Work plan for ensuring that the research conducted is a representative sample of the unincorporated areas of the County; and
- Any other relevant information.

The County will review and submit its recommendations on the draft Plan of Action, after the project planning meeting. The selected Proposer shall incorporate the County's recommendations therein, and shall provide one electronic copy of the Final Plan of Action to the County's Project Manager no later than two (2) days after the receipt of the County's final recommendations.

Upon approval of the Plan of Action by the County, the selected Proposer shall commence data collection immediately, using

the approved techniques or tools approved by the County. The County expects the data collection period to last no longer than 40 days. The selected Proposer shall advise the County's Project Manager of any delays during the data collection period. During the data collection period, periodic updates may be required by the County's Project Manager.

B. Tasks

The selected Proposer shall:

- 1) Analyze the existing unincorporated areas of the County, and perform a study based on fiscal, economics, environmental and social considerations, in order to evaluate whether the County should encourage or pursue future annexations and incorporations within the unincorporated areas.
- 2) Evaluate any possible alternative governmental structures, such as:
 - a. Full Incorporation (via annexation or incorporation);
 - b. No further Incorporations, only annexations;
 - c. No further incorporations or annexations;
 - d. Increased Metropolitan governance at County level, that could be enacted based on the existing powers of the County.
- 3) For all scenarios outlined in item 2 above, provide:
 - a. Recommendations on the role of the County in establishing a planning framework to implement sustainable, efficient growth initiatives, and economic development plans;
 - b. Recommendations on how significant natural resource protection and the preservation of agriculture should be handled; and
 - c. An analysis of area-wide and municipal services currently provided by County departments, including police and fire, and how these services would be provided.
- 4) Make recommendations on municipal boundaries that are contiguous, logical, and compact, while seeking natural or built barriers as boundaries.
- 5) Recommend a plan to prevent low poverty value areas from being excluded from the creation of new municipalities or annexations to existing municipalities.
- 6) Review how businesses located in the Unincorporated Municipal Service Area would be affected, and provide recommendations on:
 - a) How to mitigate the impact to these businesses; and
 - b) Address any economic concerns or benefits to be achieved by incorporations and annexations, should full incorporation occur.
- 7) Provide recommendations on whether areas or facilities of countywide significance should be considered regional assets that should remain under the regulatory control of the County.
- 8) Provide recommendations on whether the area that lies outside of the Urban Development Boundary should be defined as a regional asset that should remain under the exclusive planning and regulatory control of the County.
- 9) Provide information on whether there is any outstanding County debt that would be affected by additional annexation or incorporation.
- 10) Provide final recommendations on whether the Board should further strengthen existing policies that encourage annexation of areas into existing municipalities over creating new municipalities through incorporation;

Note: The most recent reports related to Incorporations and Annexations may be accessed at <http://www.miamidade.gov/managementandbudget/incorporation-annexation.asp>.

C. Deliverables

The selected Proposer shall prepare a Report of the results of the study. The Report shall, at a minimum, include but not be limited to:

- 1) Executive summary with key findings:
 - a. Analysis of alternative scenarios listed in Section 2.3 (B) (2) above. This should include an analysis of the cost and benefits of incorporating or annexing the unincorporated areas;
 - b. Comparisons of differential impact on the adjacent municipalities;
 - c. Identify current available services in the unincorporated areas and which local government would provide services (e.g., police, water & sewer, trash etc.), in the event of annexation or incorporation;
 - d. Make key policy recommendations related to service delivery processes, business and work processes, and organizational operations to include recommendations for service enhancement/adjustments (e.g., if services need to be expanded to meet demands);
 - e. Long term impact of the unincorporated areas staying unincorporated, being annexed into another municipality, or incorporated as a new city.
- 2) Draft legislation language for any Code or Charter revisions that are required to effectuate the recommended changes.

D. Final Report

The selected Proposer shall submit an electronic copy or other approved format of the Draft Report, to the County Project Manager, for review and comment, no later than 100 days after the completion of the data collection. The County's Project Manager will review the Draft Report and provide the selected Proposer with feedback within 20 working days of receipt of said documents. The selected Proposer shall provide one hard copy and one CD, or other approved format, of the Final Report, after incorporating County's feedback. The Final Report must be returned to the County Project Manager, within 20 working days after the County has returned the initial Draft Report to the selected Proposer.

The selected Proposer shall provide 25 color-bound hard copies of the Final Report, in Word Format, or other approved format, and one (1) USB Drive, to the County's Project Manager. At the County's request, the selected Proposer shall present the assessment to the Board and staff, at a time agreed to by the selected Proposer and the County's Project Manager.

2.4. Payment Schedule

All payments are contingent upon completion of the required tasks. Completion shall be measured as fulfillment of all services required, including submission to, and final acceptance by the County of any deliverable for the tasks, including presentation of the Final Report, unless otherwise negotiated.

The payment schedule shall be as follows:

Milestones		Schedule of Payments (up to)
1	Approval and acceptance of the Plan of Action	10%
2	Data Collection	20%
3	Draft Report	30%
4	Final Report	30%
5	Presentation of the Final Report and Associated Legislation	10%

Note: The Selected Proposer shall be paid the final 10% of the payment upon acceptance of the Final Report by the Board, and the adoption of the associated legislation, or within one year from the date the Final Report is accepted by the County's Project Manager, whichever occurs first.

2.5 Additional Services

If additional services are required, in the sole determination of the County, the County Project Manager may request the selected Proposer to provide the additional services at a negotiated rate, pursuant to FormB1, Price Proposal Schedule.